

UNITED STATES GOVERNMENT

Memorandum

TO : The Director of Training

DATE: 11 May 1973

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FROM :

[Redacted Box]

SUBJECT: Objectives and Tasks for OTR

Gr FY74

Reference: Minutes of the CIA Management Committee meeting of 18 April 1973

1. The DCI's comments in the reference minutes have been abstracted into a list of new or revised objectives and tasks for OTR. His comments relate both to subject matter and content of OTR instruction, and also to methods of instruction, for example the use of outside experts, or the use of sanctions (and incentives). Further definition has been added to the description of the objectives for the purpose of specificity. A supplemental list of objectives has been added for comprehensiveness. These may or may not have been implied in the DCI's comments, and are included because they may warrant consideration on their own merits.
2. In implementing any significant change it is necessary to have some management device, apparatus or system to initiate and implement the new objectives and tasks, and to ensure that the actual results conform to management objectives. For example, Robert McNamara used the Five Year Force Structure (Program Budgeting) as the device for implementing change in DOD. There are many examples of efforts which were unsuccessful in accomplishing change, because of the failure to use a suitable management control device. In our case the existing management methods may be adequate. Additional possibilities include a work measurement system, a revised and more complete Management Information System, or a revised PPB System for OTR. These are longer term methods and require three to nine months to develop.
3. For immediate use it is suggested that the objectives and tasks enumerated in paragraphs 5 and 6 be implemented by appointing a responsible action officer for each objective approved. In each case the action officer would as a first step prepare a plan of action including any re-definition of the objective, a schedule and time table of separate tasks, milestones in accomplishing the objective, and personnel and organizations involved. This plan, schedule, and milestones would then provide the basis for reporting problems and progress to the Director OTR, on a periodic basis. Many of these



objectives involve considerable research, study, and coordination within OTR, the Agency, and external parties. However, they can be handled more expeditiously by the action officer or project manager method, than by committees and study groups.

4. The suggestions in this memo are preliminary and tentative. If they have merit, they would benefit from your reaction, from further thought and refinement on our part, and from the thinking of others.

5. Objectives and tasks I through XIII (attached) are abstracted directly from the DCI's comments. Since the recorded minutes were brief, some added interpretation and definition was essential for specificity and clarity. Proper definition of objectives is a critical first step. These definitions should be carefully reviewed to ensure that they reflect the views of both the DCI and the Director of Training, and that they are practical and useful.

6. Objectives XIV through XVI (attached) may or may not have been implied by the DCI's comments. They have been added for comprehensiveness and because they appear to warrant consideration on their own merits.



Information Science Training Staff

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OBJECTIVE I

That Country Seminars and Case Studies be continued as training vehicles.

TASKS: none

OBJECTIVE I - ALTERNATIVE

That Country Seminars and Case Studies be continued, improved, and expanded as training devices. Case Studies are a training method applicable or used in many OTR schools and courses, i.e. SIWA, IWA, Mid-Career, AIS, Senior Seminar, Support School, Operations School, and Information Science Training Program. The objective here is to assure that the full and proper use of these methods is being made.

- TASKS: a. Report on present level of effort, number and type of courses, scope of instruction, and weaknesses.
- b. Report on recommended means to improve present training and to expand into areas presently neglected.
- c. With the approval of the Director OTR, proceed with development and report monthly on progress, problems encountered, proposed solutions, and departures from schedule.
- d. Report on program when desired level of effort is achieved.

ESTIMATED TIME: Task a.	2 weeks
Task b.	2 weeks
Task c.	every month
Task d.	(8 months?)
	<u>(9 months?)</u>

PRIORITY: Routine

ACTION:

OBJECTIVE II

STAT

That the [] report on enemy logistics flow into Vietnam be developed into an analytical exercise, by creating a teaching plan and gathering teaching material which will allow students to recreate and rewrite it.

- TASKS: a. Determine and report on the proper location for the exercise within present OTR courses.
- b. Develop and submit a timetable, with milestones and completion dates, for incorporating the exercise.
- c. With approval of the Director OTR, proceed with development and report monthly on progress, difficulties encountered, proposed solutions, and departures from schedule.
- d. Report on exercise when completed.

ESTIMATED TIME: Task a. 2 weeks
Task b. 2 weeks
Task c. every month
Task d. determined by timetable in b. (4 months?)
(5 months?)

PRIORITY: Routine

ACTION: AIS and ISTS

OBJECTIVE III

That reading lists be developed.

TASKS: none, action completed

OBJECTIVE III - ALTERNATIVE

That reading lists be developed for use by Agency personnel as preparation for courses, for independent study, and as supplementary reading for formal OTR courses.

- TASKS: a. The head of each faculty shall direct instructors to supply him with reading lists, as available and as modified for the three specific purposes.
- b. Report on completion, with copies of reading lists, at which time the availability of such study aids will be advertised.

ESTIMATED TIME: Task a.	-----
Task b.	<u>2 weeks</u>
	2 weeks

PRIORITY: Routine

ACTION:

OBJECTIVE IV

STAT That the be assessed, and
recommendation be given as to its disposal.

TASKS: none, action completed.

OBJECTIVE V

That sanctions and incentives be studied and established to improve the effectiveness of the Language Development Program and other training programs.

DISCUSSION: Effective learning involves effort and responsibility on the part of both the student and the instructor. At present the student in many courses has little responsibility for contributing to the learning process, is not accountable for assignments, and puts forth very little effort. The student evaluates the course on the basis of how well he likes it, which emphasizes entertainment and popularity, at the expense of study and learning. The use of sanctions and incentives to redress this imbalance is needed.

- TASKS: a. Gather and report on ideas for possible sanctions and incentives (for example, to make promotion beyond Grade 11 dependent on the attainment of an intermediate rating in at least one foreign language, or the use of exams and graded courses, or a program similar to that at NSA of "professionalization.") Include a discussion of the legal and bureaucratic difficulties along with the costs, time, and other factors involved in each.
- b. With the approval of the Director OTR, proceed with the development of feasible programs, and report monthly on progress, problems, and proposed solutions.

ESTIMATED TIME: Task a. 3 weeks
Task b. every month

PRIORITY: Routine

ACTION:

OBJECTIVE VI

That management training requirements be examined, and recommendations be made for topics or courses to be offered.

- TASKS: a. Report on present level of effort, the number and type of courses, the scope of instruction, and areas of weakness.
- b. Report on recommended means of improving present training, and of expanding into areas presently neglected.
- c. With the approval of the Director OTR, proceed with development and report monthly on progress, problems, proposed solutions, and departures from schedule.
- d. Report on program when desired level of effort is achieved.

ESTIMATED TIME:	Task a.	2 weeks
	Task b.	2 weeks
	Task c.	every month
	Task d.	(12 months?)
		<hr/> (13 months?)

PRIORITY: Routine

ACTION: ISTS and Support School

OBJECTIVE VII

That OTR's role in community training be studied, and recommendations be made for increased participation.

- TASKS: a. Report on OTR's present involvement in community training, the number and type of courses, the scope of instruction, and areas of weakness.
- b. Report on recommended means of expanding involvement or improving present training, with the costs and benefits of each.
- c. With the approval of the Director OTR, proceed with recommended programs, and report monthly on progress, difficulties encountered, proposed solutions, and departures from schedule.

ESTIMATED TIME: Task a. 2 weeks
Task b. 3 weeks
Task c. every month

PRIORITY: Routine

ACTION:

OBJECTIVE VIII

That the functioning of the Government bureaucracy and the intricacies of policy decisions be incorporated as topics into the OTR course of instruction. This encompasses two separate topics, both of which are worthwhile objectives: the study of the bureaucracy and decision-making in our own government, and in major foreign governments.

- TASKS: a. Report on present or new OTR courses which would be appropriate vehicles for the two topics.
- b. Assign development of topics to individual instructors, who will submit timetables for the incorporation of the topics into courses.
- c. Report monthly on progress, problems encountered, proposed solutions, and departures from schedules.
- d. Final reports when topics are implemented.

ESTIMATED TIME: Task a. 1 week
Task b. 3 weeks
Task c. every month
Task d. determined by timetables in b. (6 months?)
(7 months?)

PRIORITY: Routine

ACTION:

OBJECTIVE IX

That highly qualified line managers and analysts be encouraged to teach courses either after or during work hours, offering detailed instruction in a formal course atmosphere in technical skills, area expertise, and methods.

DISCUSSION: Senior Agency personnel are already used extensively in OTR courses, but in a different manner than covered by this objective. The DCI's intent is to emphasize the detailed instruction in technical skills, area expertise, and methods, in contrast to the more common current practice of broadly describing the function and activities of an office, with interesting anecdotes. The objective suggests a major review of the philosophy, concept, and method of instruction in several OTR courses. The DCI "criticized training programs that dwell for long on the functions and activities of Agency components." "He expressed in strong terms that one who has been here for a while and who needs to be taught about a part of the Agency is obviously not doing his homework." Major portions of some of our courses are exactly this type of instruction. The implied alternative is courses which teach specific skills, even for the senior and manager level student. This is potentially a controversial and divisive issue within OTR, but one of major importance.

TASKS: a. The Director OTR direct that all courses except those for new employees be revised to emphasize the teaching of skills, professional expertise, and the application of specific methods to intelligence functions and processes. This would not preclude the introduction of new or external concepts and viewpoints, but would minimize broad and generalized instruction about Agency components. Course content should be judged by its direct or potential applicability and utility in Agency tasks, not by its "nice to know" or entertainment value.

b. The chief of each school and head of each course make major revisions in course content to conform to the above guidance.

ESTIMATED TIME: Task a. 4 weeks
Task b. 8 weeks

PRIORITY: High

ACTION:

OBJECTIVE X

That the need to take the range of possible policy objectives into account in foreign country or situation assessments be incorporated as a topic into existing OTR courses.

- TASKS: a. Report on existing OTR courses which would be appropriate vehicles.
- b. Assign development of topic to individual instructors, who will submit timetables for the development and incorporation, including milestones and completion dates.
- c. Report monthly on progress, including problems encountered, proposed solutions, and departures from schedules.
- d. Final report on implementation.

ESTIMATED TIME: Task a. 1 week
Task b. 2 weeks
Task c. every month
Task d. determined by timetable in b. (4 months?)
(5 months?)

PRIORITY: Routine

ACTION

OBJECTIVE XI

That programs be studied and established which would provide vehicles for feedback and encourage self-criticism within the Agency and within OTR.

- TASKS: a. Report on various methods, with their costs and benefits, and make recommendations for the development of the most appropriate systems.
- b. With the approval of the Director OTR, create and submit an action timetable with milestones and completion dates for the implementation of the accepted system(s).
- c. With the approval of the Director OTR, proceed with the development and report monthly on progress, difficulties encountered, proposed solutions, and departures from schedule.

ESTIMATED TIME: Task a. 3 weeks
Task b. 3 weeks
Task c. every month

PRIORITY: High

ACTION:

OBJECTIVE XII

That a study be undertaken of appropriate means to make professional education and the views of outside scholars more accessible by the intelligence officer. The study should include the possibility of inviting more outside experts and scholars to address groups in the auditorium.

- TASKS. a. Develop a proposal for a formal and continuing program of lectures or seminars by outside scholars and experts on a wide range of topics of interest to intelligence officers, as well as other proposals.
- b. With approval of the Director OTR, prepare and develop accepted programs.
- c. Report monthly on progress, difficulties, and departure from schedules.

ESTIMATED TIME: Task a. 4 weeks
Task b. 8 weeks
Task c. every month

PRIORITY: High

ACTION:

OBJECTIVE XIII

That a study be undertaken, by experienced Agency officers, and with the aid of outside scholars and professionals, to critically investigate the present training program for possible restructuring, especially to overcome past tendencies to teach collection, analysis, and production separately.

DISCUSSION: This is probably a poor objective; OTR personnel are best qualified to re-examine our training program. Other Agency personnel and outside scholars would have to go through an extensive learning curve to understand our situation. It is recommended that this objective be dropped, or started by internal OTR re-examination, which is partially included in the other objectives.

- TASKS: a. Create a list of Agency and outside persons for participation.
- b. Create a description of the present OTR program, the scope of training, and its weaknesses.
- c. Submit the description to the participants for their recommendations, and, if possible, develop a program of revision, for the approval of the Director OTR.

ESTIMATED TIME: Task a.	3 weeks
Task b.	4 weeks, concurrently with a.
Task c.	<u>8 weeks</u>
	15 weeks

PRIORITY: Routine or Deferred

ACTION:

OBJECTIVE XIV

Provide a feasibility study and proposal to cover management information requirements for OTR and the feasibility of developing a Work Measurement System, a more comprehensive Management Information System, or a revised OTR Planning, Programming, and Budgeting System.

- TASKS: a. Define OTR management information requirements. Coordinate these and obtain the approval of the Director OTR.
- b. Perform a feasibility study to cover the methods, time, and cost of filling these requirements. Submit a proposal to the Director OTR for the development of the recommended system.
- c. With the approval of the Director OTR, proceed with development and report monthly on progress, problems, and proposed solutions.

ESTIMATED TIME: Task a. 6 weeks
Task b. 4 weeks
Task c. every month

PRIORITY: Routine

ACTION: ISTS

OBJECTIVE XV

Study alternatives and the feasibility of developing some form of a "degree program" associated with OTR training programs, and submit a proposal with recommendations to the Director of Training. As a minimum, the following two alternatives will be considered:

1. a degree program affiliated with a local university in which both graduate and undergraduate credit would be given toward a degree to be issued by the university, for specific OTR courses;
2. a degree program in which OTR would confer the degree, giving credit for courses provided by local universities.

- TASKS:
- a. Perform a feasibility study of the benefits, cost, time, and other factors involved in a degree program, and alternative means of developing such a program.
 - b. Submit to the Director OTR the feasibility study and proposal with recommendations on possible development of such a program.
 - c. With the approval of the Director OTR, proceed with development and report monthly on progress, problems, and proposed solutions.

ESTIMATED TIME: Task a. 10 weeks
Task b. 3 weeks
Task c. every month

PRIORITY: Routine

ACTION: Registrar OTR

OBJECTIVE XVI

Develop improved methods of evaluating the effectiveness, utility, and student learning achieved in each OTR course. Consideration should be given to the use of graded courses, examinations, student rankings, evaluations by the offices which contribute students, and evaluations by a panel of OTR officers, in addition to evaluation by the students. This is related to objective V.

- TASKS: a. Perform a study of alternative means of evaluating OTR courses and submit a proposal with recommendations to the Director OTR.
- b. With the approval of the Director OTR, conduct a pilot project of revised course evaluations.
- c. With the approval of the Director OTR, extend the pilot project to cover the full range of OTR courses.

ESTIMATED TIME: Task a. 6 weeks
Task b. 8 weeks
Task c. 10 weeks
24 weeks

PRIORITY: Routine

ACTION: SIWA